

Core Purpose – Jim Collins



Examples of Core Purpose

Walt Disney - To make people happy / **3M** - To solve unsolved problems innovatively / **Merck** - To preserve and improve human life / **Nike** - To experience the emotion of competition, winning, and crushing competitors/ **Marriott** - To make people away from home feel they are among friends and really wanted

Core Purpose Breakout Session

Estimated Time: 45 minutes

1. Each person read to the group his or her proposed statement of purpose and describe why he or she finds it inspirational.
2. Each individual select the purpose from the above readings that he or she feels best meets the following criteria, **excluding their own developed purpose**. (In other words, you cannot vote for or advocate your own; you must advocate a purpose developed by one of the other group members.)

YES or NO

Do you find this purpose personally inspiring?

YES or NO

Can you envision this purpose being as valid 100 years from now as it is today?

YES or NO

Does the purpose help you think expansively about the long-term possibilities and range of activities the organization can consider over the next 100 years, beyond its current products, services, markets, industries, and strategies?

YES or NO

Does the purpose help you to decide what activities to *not* pursue, to eliminate from consideration?

YES or NO

Is this purpose *authentic*—something true to what the organization is all about—not merely words on paper that “sound nice”?

YES or NO

Would this purpose be greeted with enthusiasm rather than cynicism by a broad base of people in the organization?

YES or NO

When telling your children and/or other loved ones what you do for a living, would you feel proud in describing your work in terms of this purpose?

As a group, select the purpose that best meets the above test questions. If most of the people in the group cannot answer “Yes” to *all* of the above questions, then you have not yet succeeded in developing a good core purpose. Keep working on the purpose until at least two-thirds of the people in your group can honestly answer “Yes” to *all* of the questions (it’s ok to modify the selected purpose, if necessary).

Petra Coach

www.petracoach.com

‘Manage Activities – Inspire People’